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O4O : Older People for Older People
independent living · active communities · flexible services

O4O Toolkit

Older People for Older People: developing social enterprise and service delivery in remote and rural areas



**Northern
Periphery
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2007–2013

Innovatively investing
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University of Glasgow

**Crichton Centre
for Research in
Health and
Social Issues**

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1.1 Foreword

The idea for O4O evolved from wider discussion in the mid-2000s around service provision. This drew attention to the growing challenge of providing services and amenities to an increasingly ageing population, and in particular, to small communities of older people living in remote and rural areas, where distance from concentrations of services impacts on the cost-effectiveness of their delivery. During this time, there was also increasing discussion, particularly in the UK, about the role of the third sector and the potential for developing social enterprise (non-profit, business-like enterprises with a social mission) as a means of providing services more cheaply, and of generating added value (including social inclusion, social participation, community capacity-building, social capital and psychological wellbeing).

Bringing together various strands of these wider discussions O4O recognised the need to develop new models for service delivery to older people in remote and rural areas and proposed to test ideas that:

- Older people could contribute to providing services for other older people (i.e. fitter older people helping more vulnerable, frailer older people).
- Older people could be maintained living in their own homes and communities for as long as possible if communities developed the capacity to provide basic services in 'co-production' with statutory public service providers.
- Social organisations of various types, established in and by rural communities, could be sustainable and could produce 'value-added' benefits (social participation, health).

O4O sought to test the feasibility of these ideas through a development and research project, **O4O: Older People for Older People**, which aimed to work with older people in remote and rural community in a process to:

- **Identify** gaps in basic service provision for older people;
- **Harness** existing community resources and leverage-in external resources to address identified gaps;
- **Develop** social organisations with community members to meet needs;
- **Uncover** barriers and promoters to the development of social organisations for basic rural service provision within different Northern European countries' and contexts; and,
- **Conduct** research and disseminate findings on the process, outcomes and impacts of establishing the social organisations.



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The **O4O: Older People for Older People** development and research project ran from 2008 to 2011 and involved partners in Scotland, Finland, Sweden, Northern Ireland and Greenland. This toolkit uses evidence produced in all of these countries and is intended as a guide to communities and service providers who are thinking about establishing **O4O** type organisations, or have reached a decision to do so. It outlines the various stages and processes, and a range of issues that have to be taken into account when developing an **O4O**. It also indicates some of the challenges that are likely to be encountered and signposts additional sources of help and support. **O4Os** vary in their purpose, structure and intended outcomes and the toolkit encourages thinking about the processes, provides ideas, guidance and recommendations based on our collective experiences, and helps with reflection.

Our thanks and appreciation goes to those organisations that funded and supported the **O4O: Older People for Older People** study.

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1.2 Introduction

Welcome to the O4O: Older People for Older People toolkit

O4O is about enabling older people to help each other, which improves social inclusion and promotes health and wellbeing. It is about providing services that improve the quality of life for older people and complement or enhance existing service provision.



Research has shown that older people in remote and rural areas already help each other. **O4O** values older people as a source of skills, knowledge and wisdom. **O4O** believes that older people can help to sustain their communities and keep them vibrant by providing a range of helping services. This Toolkit aims to support communities in developing the types of social organisations that suit them. **O4O** schemes developed by communities include:

- Community transport
- Community hubs offering a range of local support and activities
- Helping schemes
- Friendship schemes
- Volunteering to support older people
- History and culture projects
- IT projects
- Intergenerational activities

Community Transport O4O

In Tongue (Scotland) the community's priority for service development to help older people is community transport. **O4O** helped a community group of older people to develop their ideas and to successfully apply for funding for T4T: Transport for Tongue, Melness and Skerry. This **O4O** provides co-ordination of informal lift sharing, a community car and transport services. It meets the community's need and generates income which helps make it sustainable.



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2.1 Aims and Principles

O4O aims:

- To support and encourage older people to develop types of social organisations that enable other older people to live longer, healthily and happily in their own homes and communities.
- To help communities meet the service and support needs of their older citizens.
- To work with older residents to create services and types of social organisations that will help sustain rural community life.

O4O principles:

- To maintain older people living happily and healthily in their own homes and communities for as long as possible.
- To promote older people as a vibrant, positive force and an important resource.
- To bring generations together to support older people.

This toolkit enables you to find information for starting your **O4O**. It provides general guidance on the processes for establishing an **O4O** and signposts additional sources of advice and support.

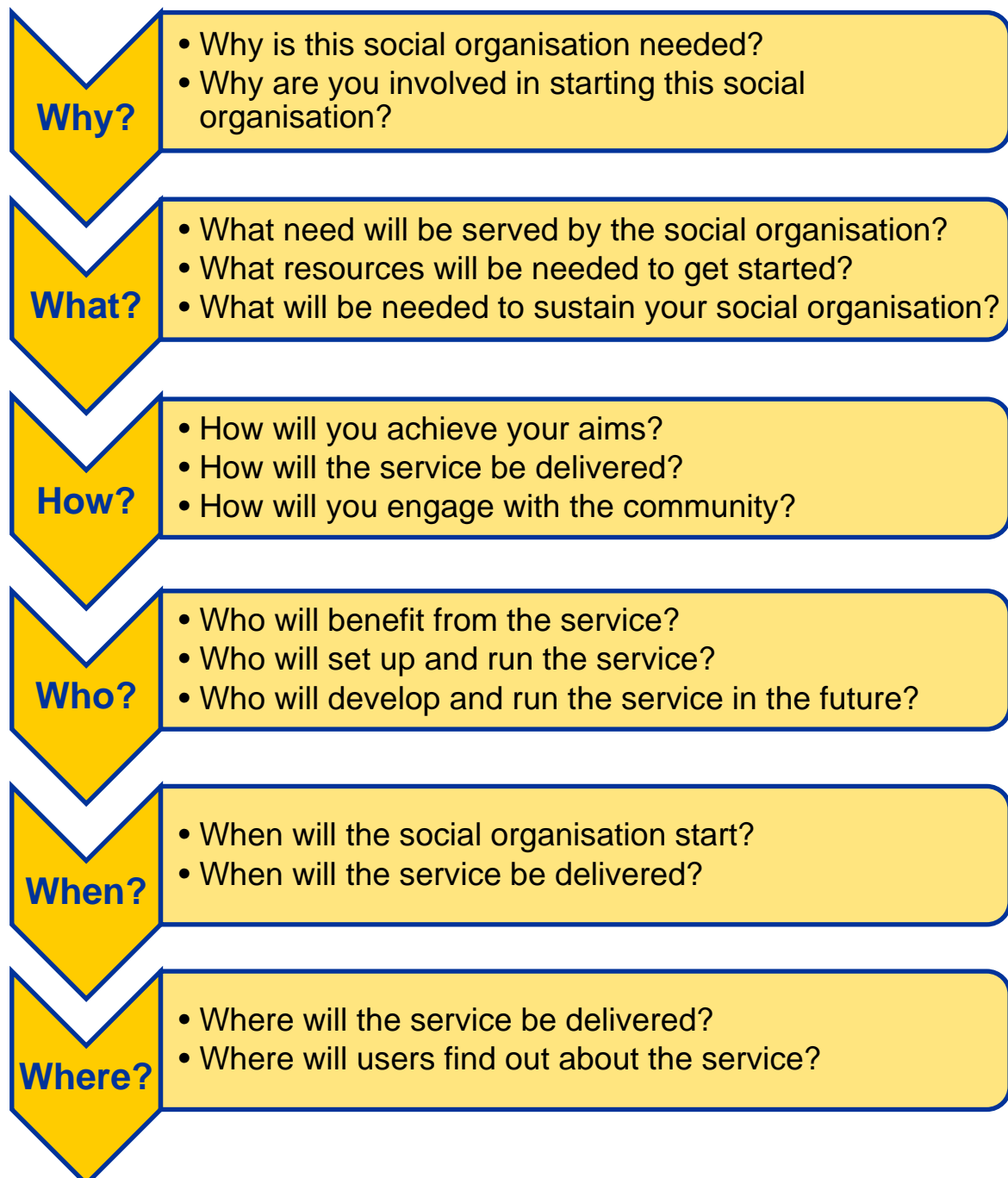
Throughout this toolkit the term 'social organisation' is used to describe a social enterprise or other type of social initiative established by members of a community and designed to provide a service of benefit to other older members of that community, and where profit is always used to the benefit of the project.



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2.2 Before you start

All social organisations go through a developmental process. A successful way of doing this is to ask yourself key questions about your idea.



You should ask yourself these questions at each stage in the development of your **O4O**.



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2.3 Key questions

Place of friendship – Ystävänpysäkki O4O

The O4O team in North Karelia (Finland) is working with an established social organisation to support the development of volunteering in the area. This will increase the amount of volunteer time available to provide the services older people need, in order to remain in their own homes and communities for longer. In the town of Nurmes, the O4O team is working with Ystävänpysäkki, the 'Place of Friendship'. This is a social meeting place and activity centre for older citizens where volunteers help to organise the resources and activities. The aims of this O4O are to build a model of volunteering that can be replicated in different towns and to develop mobile Ystävänpysäkki to travel to remote communities.

WHY? To develop volunteering and help older people remain in their own homes
To build capacity by creating a successful model for volunteering

WHAT? An established social organisation
A social meeting place and activity centre

HOW? Build a model of volunteering
Recreate the model in other villages

WHO? Volunteers
Older citizens

WHEN? Once needs are properly determined
Once support structures are established

WHERE? At the existing Ystävänpysäkki in Nurmes
In other towns and villages



Ystävänpysäkki: The Place of Friendship



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2.4 Taking Stock

After asking yourself the key questions about your idea for a social organisation you will need to take stock and determine if there is a need, and community support for your idea.

Will your community support an O4O?

To answer this you will need to examine and establish the:

The need for the service	The level of support for the service	The demand for the service
<ul style="list-style-type: none">• Is this what older people in the community need?• Will it help older people to remain living healthily and happily at home?• Is the service currently unavailable?	<ul style="list-style-type: none">• Will community members get involved?• Will statutory and voluntary organisations support the initiative?• Will volunteers in the community help to run and sustain the service?	<ul style="list-style-type: none">• Will older people want to use this service?• Are other organisations providing a similar service?• Is there sufficient demand to sustain the service?

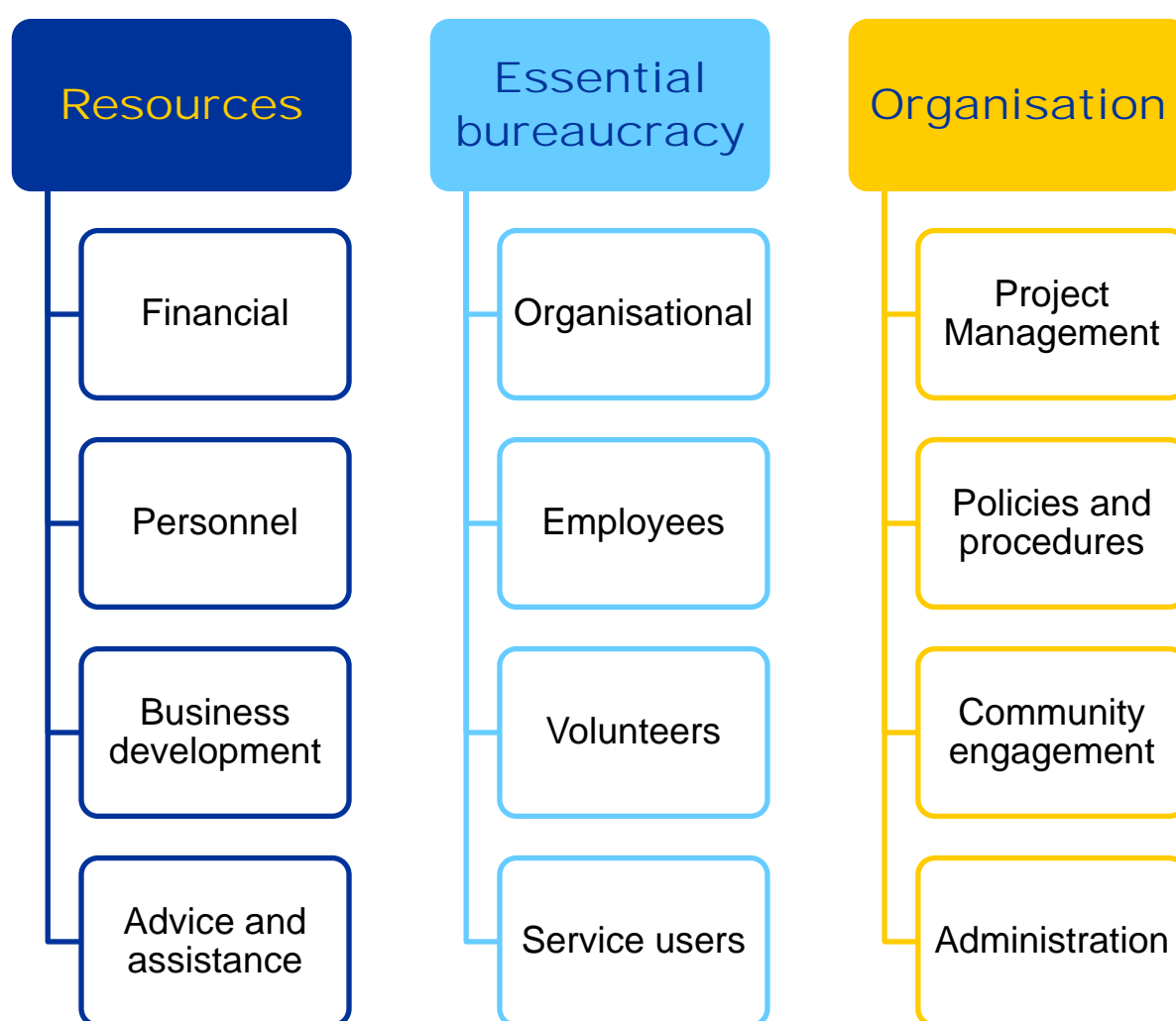
Once you have positive answers to these questions you will have identified that your community will support an **O4O** and can move to the formal planning stage.



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3.1 Planning your project

This section of the Toolkit provides you with information on the practical aspects of getting your O4O started. The different headings and sub-headings below indicate what you need to think about. In the pages following there are signposts to organisations that offer the advice and assistance you will need to put your idea for an O4O into practice.



There will be times when each of these different areas overlap. For example, the essential bureaucracy around employees and volunteers will depend on the personnel resources needed. Similarly, your personnel resources will be linked to your financial resources and issues such as health and safety will apply equally to service users, staff and volunteers.



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3.2 Resources

Financial



There are costs associated with starting up and sustaining any social organisation and this includes your **O4O**. You will have to consider a range of financial options including:

- Income from activities
- Loans
- Grants
- Other fund-raising activities

It can be difficult to tell whether your project is eligible for a particular source of funding. If you are unsure the important thing to remember is to contact the funding provider and ask.

**Don't miss out.
If in doubt
ask!**

O4O funding success

Age Concern Cookstown (Northern Ireland) provides a lunch club, meal delivery service, and a range of activities for older people. It also runs a charity shop which, together with the lunch services, generates income to support delivery of other services to older people. These activities have been run from three rented premises in Cookstown's town centre but running costs are high and some of the premises are not fit for purpose. The **O4O** team worked with Age Concern Cookstown to secure a grant and to address health and safety issues in the existing premises whilst helping to find a suitable new, single location. This will reduce costs and improve services for older people.



Age Concern Cookstown



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Organisations that provide funding advice include:

Age Scotland	
Coalfields Regeneration Trust	
Directory of Social Change	
Dumfries and Galloway Council	Grants for Small Businesses South of Scotland Loan Scheme Wigtownshire Rural Development Company South of Scotland Innovation Support and Funding Service Grants and Support Directory
European Union	European Structural Fund European Regional Development Fund European Social Fund
Firstport	Millennium Awards Trust Social Entrepreneurs Fund One Scotland Scotland Unlimited
Forestry Commission	
Forward Scotland	
Funderfinder	
Institute of Fundraising	
LEADER programme	
Lottery funding	The Big Lottery Fund Awards for All sportscotland Scottish Arts Council Heritage Lottery Fund
Northern Ireland Council for Voluntary Service	
Scottish Enterprise	Regional Selective Assistance SMART: Scotland Investment grants
Scottish Investment Fund	
Scottish Natural Heritage	
Social Enterprise Investment Fund	
Solway Credit Union	
South of Scotland European Partnership	
Stranraer Credit Union	
The Esmée Fairbairn Foundation	
The Robertson Trust	
The Tudor Trust	

Personnel



There will be different people involved with your **O4O**:

- Volunteer workers
- Paid employees
- Committee members
- Service users
- Community members

Every social organisation relies on members of the community to drive it towards success whether they are staff, volunteers, committee members or service users.

When considering whether to engage paid or voluntary staff (or both) to deliver your **O4O** it can be helpful to consider the advantages and disadvantages of each. Remember, volunteers should not be undervalued or regarded as a cheap alternative to paid staff.

	Advantages	Disadvantages
Employee	Legal contract established	High salary costs
	Control over working hours	Time and cost of recruitment process
	Control over duration of employment	Less scope for volunteer development
	Can undertake daily and strategic management tasks	Your obligations as an employer
Volunteer	Can be more flexible	Less control over working hours
	No salary costs	Cannot enforce notice periods Expenses need to be paid
	Helps build skills and experience	May build skills and experience then move on to paid employment
	Support available from other organisations	Can be more difficult to manage



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Volunteers play an important role in ensuring the success of many social organisations. UK organisations that give additional advice about recruiting and retaining volunteers include the following. There will be branches of these, or similar type organisations, in your locality.

Organisation	Role
Council For Voluntary Services Inverness	To support the development of the community and voluntary sectors.
Dumfries and Galloway Federation of Councils of Voluntary Service	To act as a focus for joint activity for the Councils of Voluntary Service in Dumfries & Galloway and facilitate representation of, and consultation with, the voluntary and community sectors.
Northern Ireland Council for Voluntary Action	To promote and represent the voluntary sector in Northern Ireland and offer support and leadership to voluntary organisations.
Scottish Council for Voluntary Organisations	To advance the values and shared interests of the voluntary sector.
Volresource	To provide a guide to useful information on running a voluntary organisation in England. Information is accessed through the web site or by electronic newsletter.
Volunteer Action	To offer advice and training for organisations that provide volunteering opportunities.
Volunteering Highland	To raise the profile of volunteering, offer a volunteer recruitment service, and provide advice to prospective volunteers.
Volunteer Now	To provide advice to volunteers and list volunteering opportunities.
Volunteer Recruitment Forum	To increase awareness and promote the benefits of, volunteering for everyone living in Dumfries and Galloway.

The O4O Committee

Every **O4O** needs a governing body to manage its affairs. This body is usually known as the **Management Committee** or **Steering Group**. It is important to ensure that committee members have the necessary skills to fulfil their roles and training should be provided if necessary.

The responsibilities of each committee post, and the number of posts, will depend on whether or not your **O4O** has paid staff. For example, a paid finance manager would expect to take overall responsibility for finances whilst a treasurer might take on responsibility for a specific fund-raising activity.

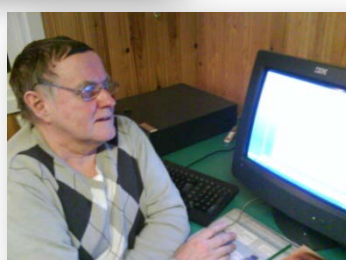
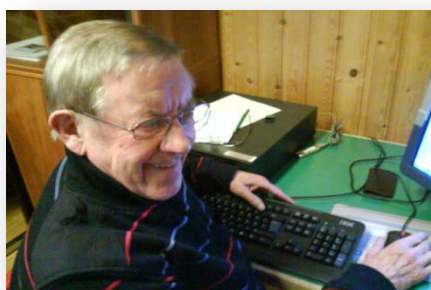
Role	Responsibilities	Skills
Chairperson 	To lead and represent the organisation. Duties include liaising with other organisations, ensuring meetings are well organised, managing the committee and guiding the running and development of the O4O .	Good listener Competent speaker Well organised Able to engage with others Fair and impartial Confident
Vice chairperson	To support the chair in his or her role and stand in as necessary.	Generally the same as for the chairperson
Secretary 	To organise meetings and write agendas, minutes and reports. To ensure committee members are informed of meeting dates and important information and to deal with committee correspondence.	Well organised Good communication skills Administrative skills Able to meet targets and work to deadlines
Minute secretary	To take, write and distribute the minutes. To support the secretary by easing their workload.	Generally the same as for the secretary
Membership secretary	To support the secretary by keeping membership lists up to date and taking enquiries from new members.	Generally the same as for the secretary
Treasurer 	To ensure the smooth running of the organisation's finances. To monitor income and expenditure, maintain financial records, develop budgets and provide financial reports to the committee.	Financially literate Well organised Administrative skills Attention to detail Reliable
Member	To support the office bearers by attending meetings. To offer advice and share their skills and experience.	Team working Willingness to learn Commitment to the aims of the organisation



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O4O people:

In the Swedish village of Sundom an **O4O** was created to deliver IT training to older people. Funding was secured for computers, software and IT trainers from the local municipality. Local businesses also donated computers and printers. IT classes for older people focus on helping them to master basic computing skills and teaches more advanced skills for those who want to learn more. By using the Internet older people are able to undertake practical activities, such as shopping and paying their bills online, which is particularly helpful in the winter when getting about can be difficult. This **O4O** teaches older people how to use email and social networking which enables them to feel more connected to friends and family and is especially valuable to those who are housebound. The classes also bring older people together and help combat loneliness. In addition to training from a professional teacher, young people from the village act as IT mentors to the older people, thereby bringing the generations together. The **O4O** IT training scheme is run by an existing older people's co-op within the village.



IT training in Sweden

This **O4O** shows how people came together to provide a service and is an example of how to bring together the personnel resources available in your area.

- Members of the older people's co-op – to run the scheme
- The employed teacher – to provide the training
- Young, volunteer mentors – to provide additional help and support

Business development

There are organisations that can help you develop your **O4O** as a business. In the UK these include:

- Scottish Enterprise
- Business Gateway
- Highlands and Islands Enterprise
- Highlands and Islands Social Enterprise Zone
- First Port
- Invest Northern Ireland
- Social Enterprise Academy
- Social Enterprise Network
- Social Enterprise Unit

Advice and assistance

In addition to the business advice provided by organisations like those listed above you may require advice of a less structured nature. The organisations below offer such assistance:

- Scottish Social Enterprise Coalition
- Social Economy Scotland

Advice for an O4O

Members of the community in Ardersier, (Scotland) are taking an interest in their local history. They interviewed older members of the community. The interviews were filmed and archived on DVD, forming an exciting local history resource for future generations. The community worked with UHI Millennium Institute History Centre to learn oral history techniques and with BBC Alba to learn filming and editing techniques.



**Project volunteers,
Ardersier**

It may be helpful to identify mentors from existing organisations in, or in proximity to, your community who have skills and experience that will benefit the development of your **O4O**.



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3.3 Essential bureaucracy

This section provides basic information on some of the legislation that might affect your **O4O**. The law is complex, extensive and subject to change and you are recommended to seek professional advice on issues that may affect your social organisation.

Organisational

Freedom of Information

The Freedom of Information Act (FOI) deals with access to information. If you are unsure about whether this legislation will apply to your project, guidance is available from the Ministry of Justice (www.justice.gov.uk). Additional guidance on freedom of information is available from the Office of the Information Commissioner (www.ico.gov.uk) and archive information can be found from the Department for Constitutional Affairs (www.foi.gov.uk).

Health and Safety

Healthy Working Lives (www.healthyworkinglives.com) provides information on various aspects of health and safety in the workplace including:

- Working hours and rest breaks
- Welfare facilities
- Health and safety legislation



The responsibility myth
Health and Safety Executive
www.hse.gov.uk

Information on health and safety issues is also available through the Health and Safety Executive (HSE) web site (www.hse.gov.uk).

Charitable status

You may decide you would like to run your **O4O** as a charity. A charity must benefit the public, has a distinctive legal form, and special tax status. Information on setting up a charity is available from the Charity Commission (www.charity-commission.gov.uk). The Charity Commission for Northern Ireland has a slightly different remit (www.dsdni.gov.uk/ccni.htm).

Employees

Social organisations that employ paid staff have responsibilities as an employer. All employees have statutory rights including, but not limited to:

- A written statement of their terms and conditions of employment
- Paid annual leave
- Maternity, paternity or adoption rights
- Statutory sick pay

Help to meet your duties as an employer is available from:

- Advisory, Conciliation and Arbitration Service (ACAS)
- Citizens Advice online advice guide
- DirectGov – website of the UK government

Disability Discrimination

Disabled workers have the same general employment rights as other workers with added protection under the Disability Discrimination Act. Information is available from the website of the UK government (www.direct.gov.uk)

Equal opportunities

People should not be treated unfairly as a result of their age, race, sex, religion, belief, disability, or because they are gay, lesbian or transgender. Information is available from:

- Community Legal Advice
- Equality and Human Rights Commission

Volunteers

It is good practice to ensure your volunteers are provided with:

- A volunteering agreement
- Reimbursement for expenses
- Appropriate training

Voluntary workers do not have rights under statutory employment regulations but they are protected by health and safety and data protection legislation.



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Service users

Data Protection

The Data Protection legislation gives individuals the right to know what information is held about them. It provides a framework to ensure that personal information is handled properly. The Act works in two ways. It:

- requires anyone who processes personal information to comply with stated principles; and,
- recognises that individuals have important rights, including the right to find out what personal information about them is held on computer and most paper records.

The Information Commissioner's Office (ICO) provides data protection information for organisations (www.ico.gov.uk).

Disclosure Check

A 'disclosure check' is a vetting process that is used to protect children and vulnerable adults. Anyone (whether paid employees or volunteers) who will be working with adults at risk, including older people or children under 18 years of age, should be subject to a disclosure check.

There are three levels of disclosure:

- 1. Basic Disclosure**
- 2. Standard Disclosure**
- 3. Enhanced Disclosure**

Applications for both standard and enhanced disclosures must be made by a registered body. Registration incurs a cost and you should include this in your financial planning. The Disclosure Scotland web site provides full information (www.disclosurescotland.co.uk) as does Access Northern Ireland (www.accessni.gov.uk).



Disclosure checks protect vulnerable people



The misery myth
Health and Safety Executive
www.hse.gov.uk

It may seem daunting to have to take account of legislation but bear in mind that careful planning will help your O4O to run smoothly and that planning includes consideration of relevant regulations. Legislation is there to protect employers, workers, volunteers, and the public; not make life more difficult for everyone!

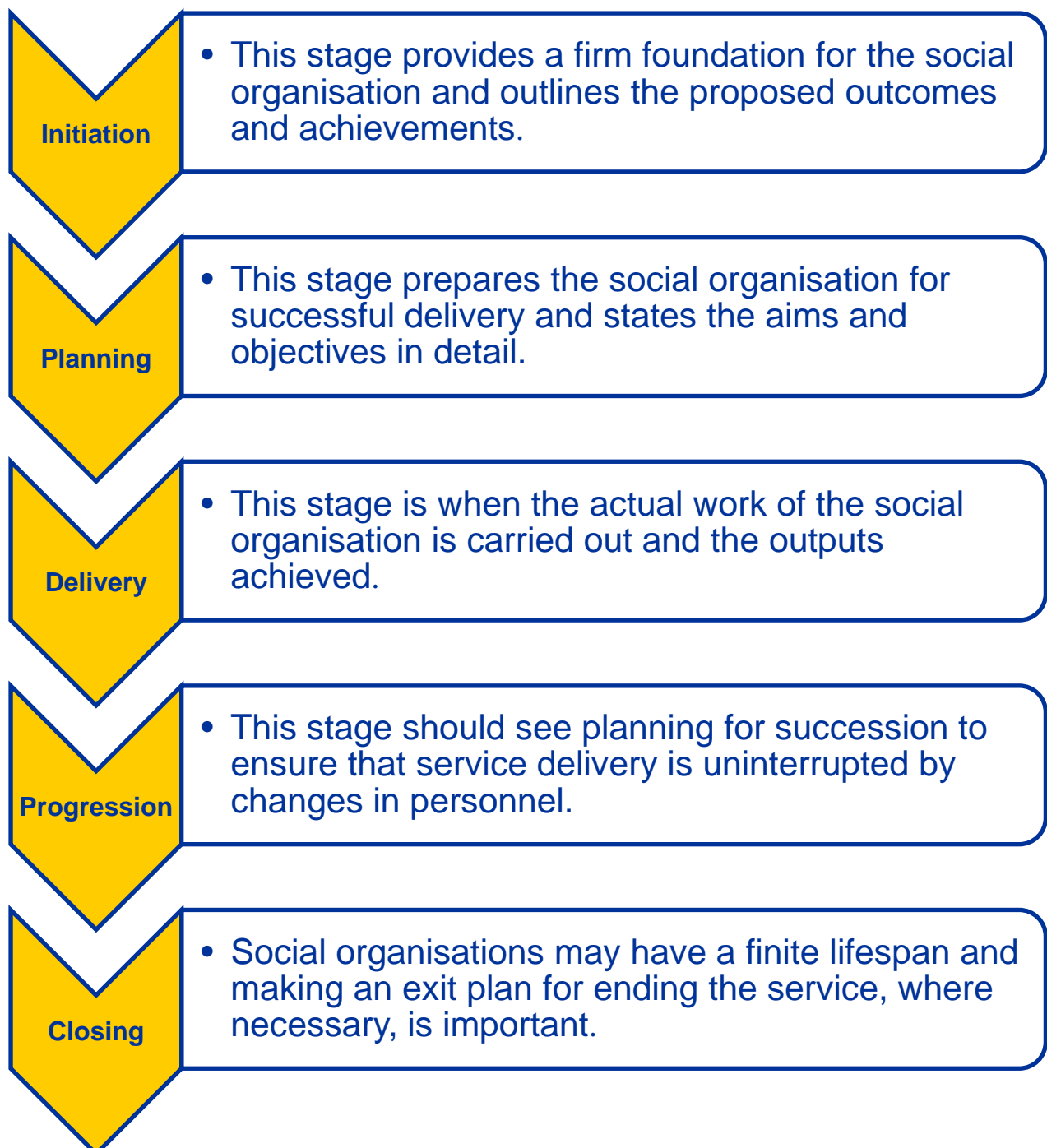


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3.4 Organisation

The organisational structure of your **O4O** should support its work and help to ensure its sustainability when there are changes of personnel. Generally there are five phases to any project and these will inform the organisational structure required.

The five project phases are:





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Project Management

Planning your **O4O** should be carefully managed. Many of the organisations that can help you are mentioned in this Toolkit but you should always consider whether it will be appropriate to seek professional assistance to address specific issues from, for example, a solicitor or accountant.

Umbrella organisations like Business Gateway in Scotland offer all manner of advice and support. Their website (www.bgateway.com) has information on a wide range of issues that new projects might need to consider including:





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Business plan

A business plan sets out key tasks, timescales and resources for implementing your O4O and is essential in order to assess whether the objectives of your social organisation are achievable and to manage progress. Briefly your business plan should include:

- A summary description of the O4O and its scope
- Information about the O4O product or service
- Resources
- Income and expenditure forecasts
- Marketing activities and sales expectations

Business Gateway (www.bgateway.com) provides a free business planning template for use by organisations. Similar assistance is available from other sources such as www.bplans.co.uk or <http://office.microsoft.com> (Microsoft Office Online).

Action plan

Your action plan is a list of tasks required and should include expected completion dates and details of who is responsible for each action.

O4O Planning

In the parish of Tongue (Scotland) the community identified lack of access to suitable transport as a problem. The O4O team are working with Melness and Tongue Community Development Trust to address the issues by helping them to form T4T: Transport for Tongue, Melness and Skerry. The planning stage of the social organisation included:

- Sourcing suitable funding
- Recruiting volunteers
- Developing different types of transport service
- Promoting the services
- Drafting documentation needed to run the service

Advice on how to draw up organisational documents is available through your local Council for Voluntary Service. The community toolkit, which is available on-line through Dumfries and Galloway Federation of Councils of Voluntary Service (www.dgfcvs.org.uk), is a valuable source of support.



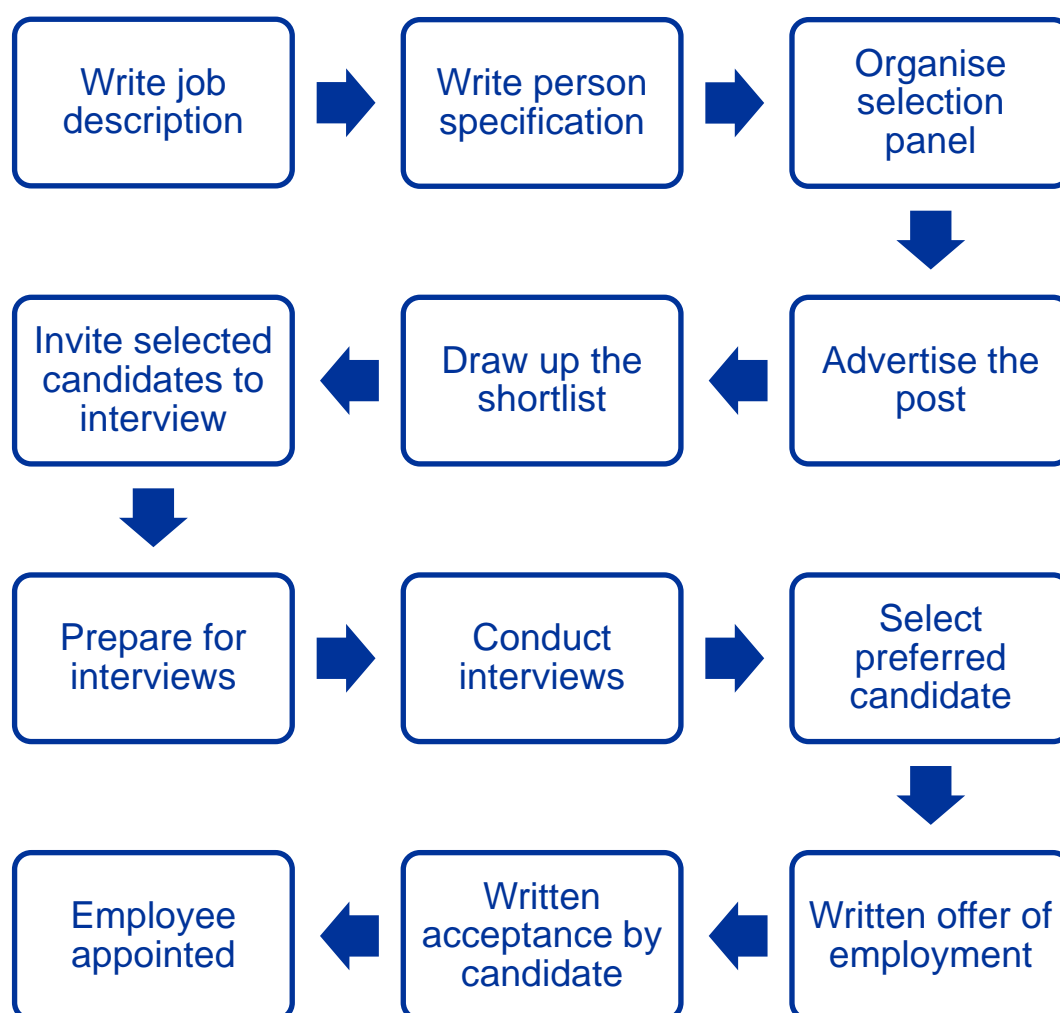
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Policies and procedures

Policies and procedures are required to support the smooth running of your social organisation. They provide the information needed by the committee, staff and volunteers to help them work effectively.

Recruitment of paid staff

Employers have many responsibilities. If you have identified the need for paid staff and secured funding for the associated salary, management and other costs your first task is likely to be the development of your recruitment process. There are several stages to this. Your recruitment procedure should include the following steps:



Further information on recruiting staff is available through the community toolkit on the Dumfries and Galloway Council Federation of Councils of Voluntary Service web site (www.dgfcvs.org.uk).

Recruitment of volunteers

In theory, there should be many potential older volunteers for your social organisation because there is evidence of rising proportions of older people in rural communities. However, you may find volunteers difficult to recruit because people may not want to volunteer, are already busy, or may not want to go through bureaucratic processes such as disclosure checks.




Volunteering should be rewarding.

When starting a new social organisation attracting volunteers may be easier at the beginning. Potential volunteers need to know about volunteering opportunities and promoting your **O4O** is a key part of this. Retaining and recruiting new volunteers can be more difficult. Organisations such as Volunteer Action or your local Council for Voluntary Service may be able to help.

Expenses

Volunteers should not be out of pocket as a result of their work. A clear system for claiming expenses is important. Volunteers should also be given information about what they can/cannot claim, as well as how and when their expenses will be reimbursed. A similar system should be used for paid staff.



Remember to include expense costs in your budget and funding applications.



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Managing and valuing volunteers

Various aspects of managing volunteers will form part of your organisation's policies and procedures. These include:

Application

- An application process for volunteers will help you to manage volunteer numbers and ensure that volunteers are offered suitable roles based on their skills, experience and interests.

Agreement

- Establishing a volunteer agreement makes routine management of your **O4O** more efficient. Volunteers agree to their commitment whilst knowing what is expected of them.

Confidentiality

- Everyone undertaking a position as an employee, committee member or volunteer should be asked to sign a confidentiality agreement. This ensures personal details of your customers remain private and protects the integrity of your social organisation.

Training

- You should keep a record of all training attended, required and requested by volunteers. This will form part of their ongoing development and assist in the appraisal process. A similar system should be in place for paid staff.

Appraisal

- It is important for volunteers to feel confident and valued in what they are doing. An appraisal can be used to identify areas where the volunteer may need additional support or training. The appraisal also provides an opportunity to recognise the value of your volunteers.

Community engagement

Having determined that there will be community support for your **O4O**, by examining:

- the need for the service
- the level of support for the service
- the demand for the service

continuing to engage with the community will help to ensure that your **O4O** is successful and sustainable.

O4O communities

In Greenland, the **O4O** team are working closely with several small, remote communities and settlements – Nuuk, Tasiilaq, Paamiut, Ittoqqortoormiit, Arsuk, Kuumiut, Kulusuk and Qeqertarsautsiaat. The team inform people about **O4O** by holding public meetings and have conducted a survey, and interviewed people aged over 55 years to find out what activities they take part in, what new activities they would like to develop their perceptions of wellbeing, and their willingness to help others. As well as working with the local communities the Greenlandic team publicise **O4O** on local radio and television, in newspapers and in a journal for health workers.



O4O Greenland

Publicity/Promotion

A feature describing your social organisation in the local press is an effective way to publicise your service and engage the community. A press release is more likely to see your story published if it:

- includes relevant details
- uses a standard format
- provides clear information
- gives a contact name and detail



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Administration

Day to day management of your **O4O** is needed during the delivery phase of the project. Routine management tasks are carried out by the committee or paid staff, as appropriate, and roles will vary according to the management structure of your **O4O**. Where an **O4O** is run by a committee of volunteers they are responsible for the administration of the initiative but where a paid manager is employed their responsibilities are likely to include management and oversight of administrative tasks (supported by other paid staff where applicable).

Communication strategy

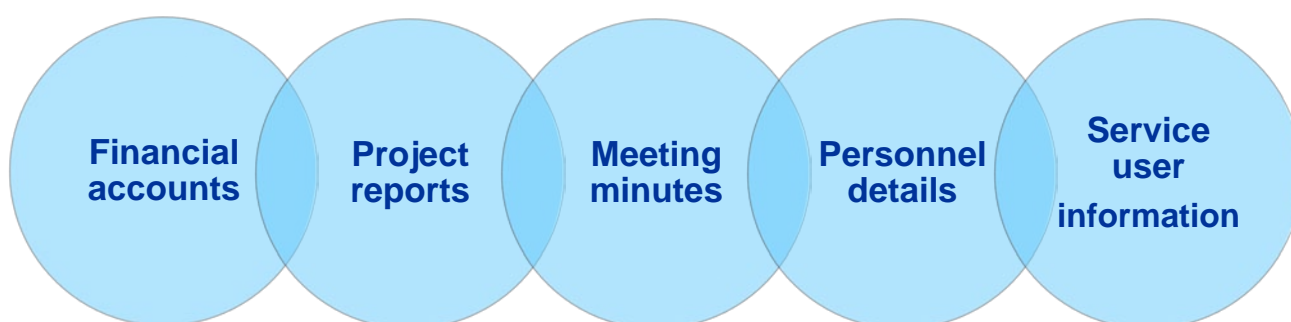
It is important to develop a good communication strategy for your **O4O**. Information about your **O4O** can be distributed through meetings, leaflets, newsletters, advertising, the Internet, promotional activities and press releases. A good communication strategy ensures that stakeholders and the wider community are kept informed about the work of your **O4O** and opportunities to volunteer.

Managing meetings

A well planned agenda drawn up by the Chairperson will help to ensure meetings run smoothly, deal with priority issues and planning, and run to time. The minute of your meetings is the official record of discussions and decisions made. It records points raised and by whom. Information on managing meetings is available from the community toolkit resource at www.dgfcvs.org.uk.

Keeping records

Appropriate record keeping is essential for a well run organisation. The nature of the records you must keep and the length of time you need to store the information is dependent on the type of service provided and how it is funded. As a minimum record keeping should include:

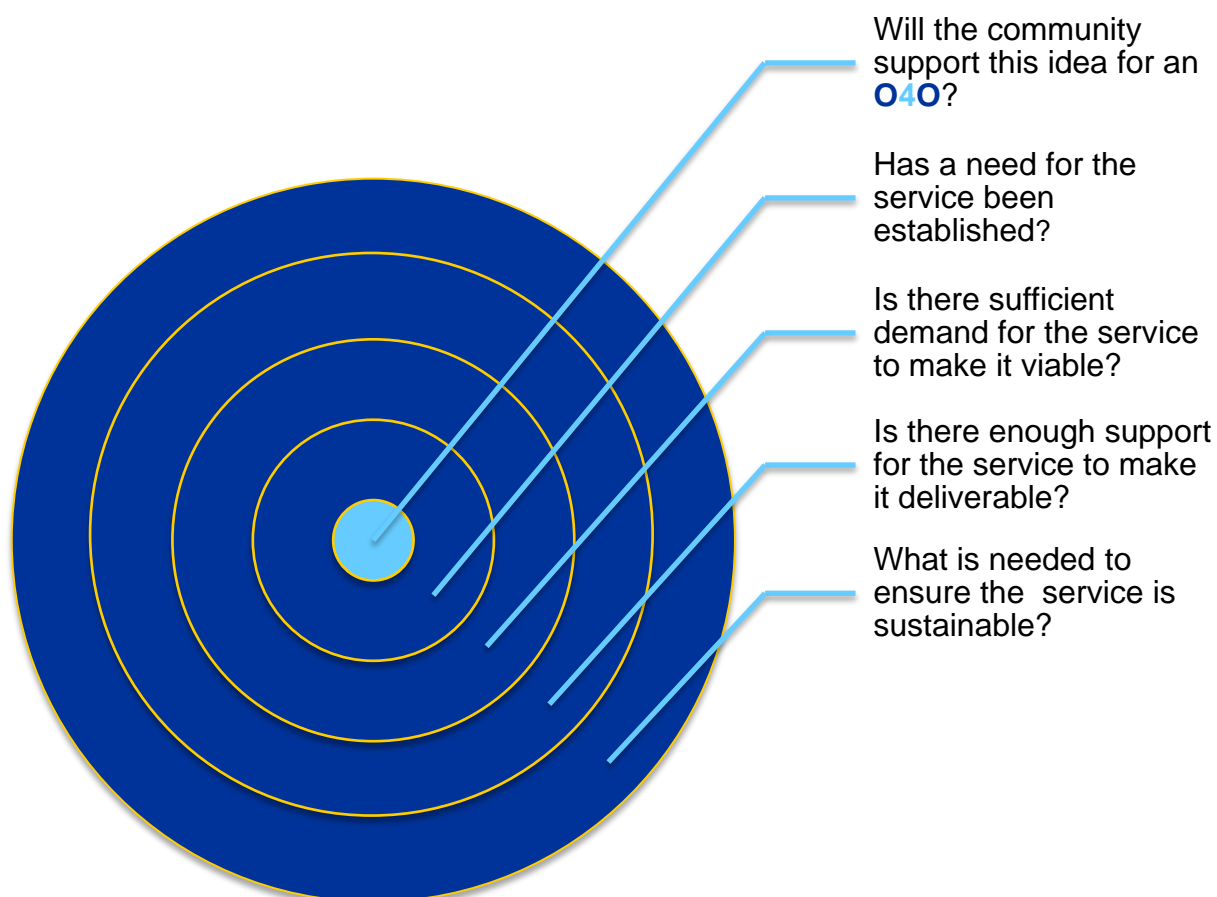




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3.5 Monitoring

It is good practice to monitor what has been achieved and what still needs to be completed with regard to your O4O. Start by taking stock of the potential support for a social organisation within your community.



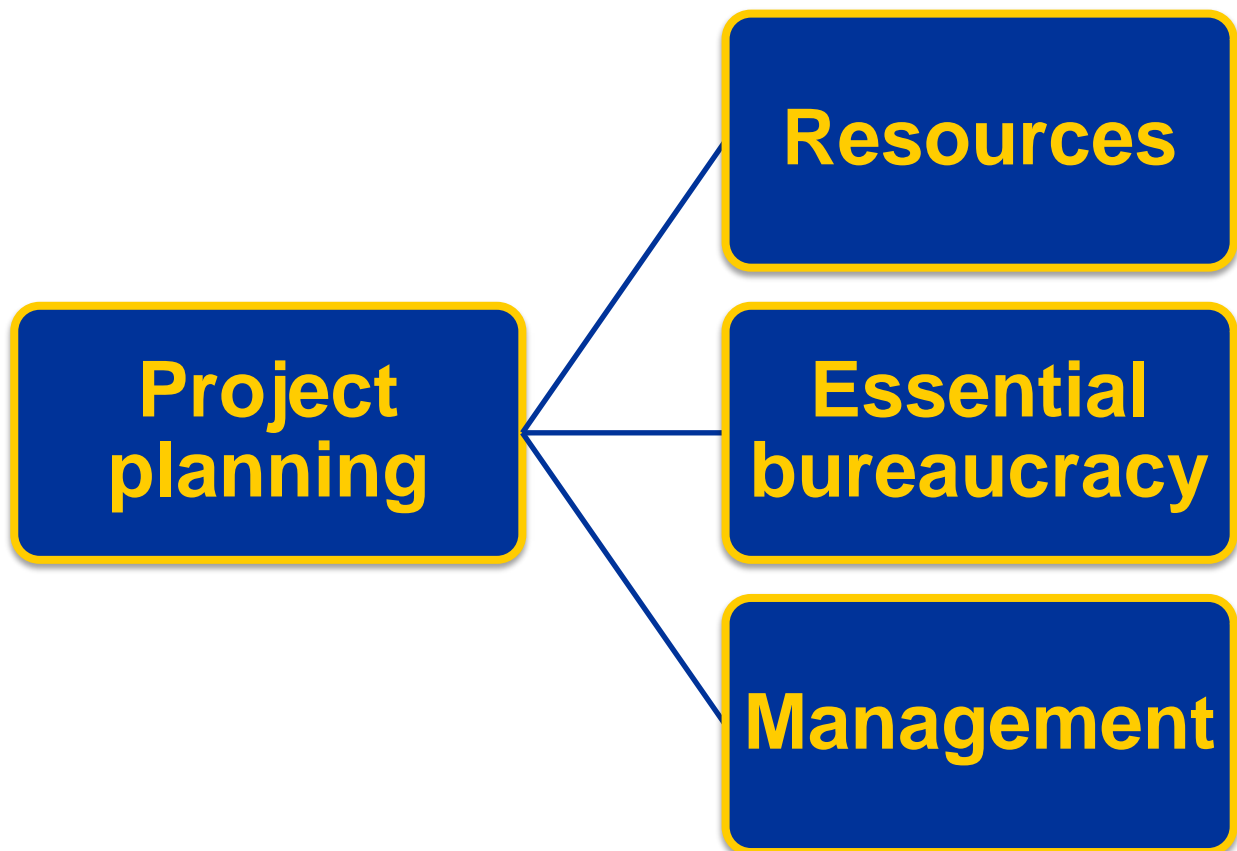
Follow this up by drafting a list of tasks. Each task should address key questions concerning the development of your project. The key questions are:

What needs to be done?
Why is this task necessary?
How will it be carried out?
Who will undertake the task?
Where will it take place?
When does it need to be completed?
How will we know it has been done?



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Workloads are easier to manage if they are divided up. This also means tasks can easily be allocated to the appropriate person.

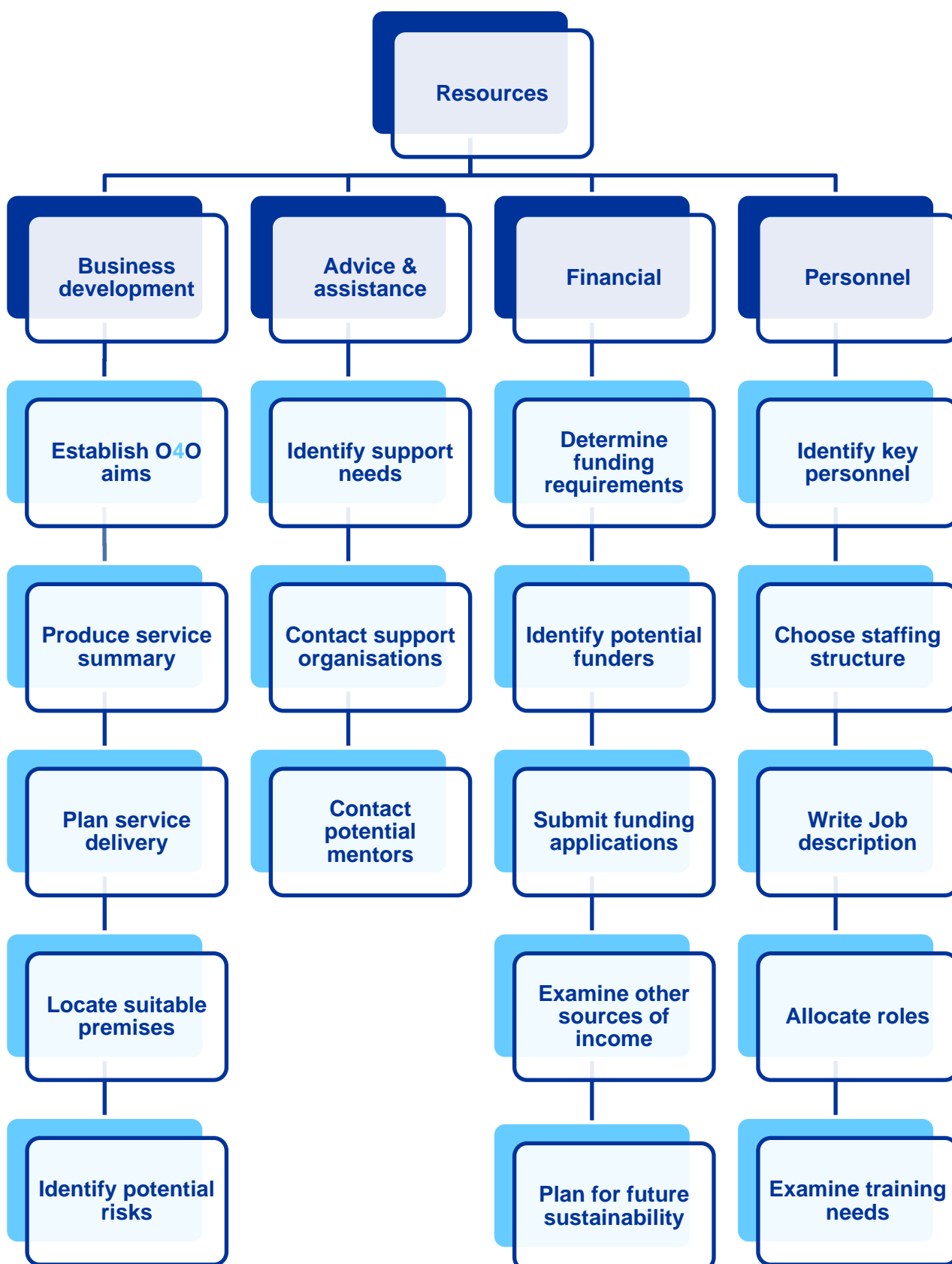


Workload sharing



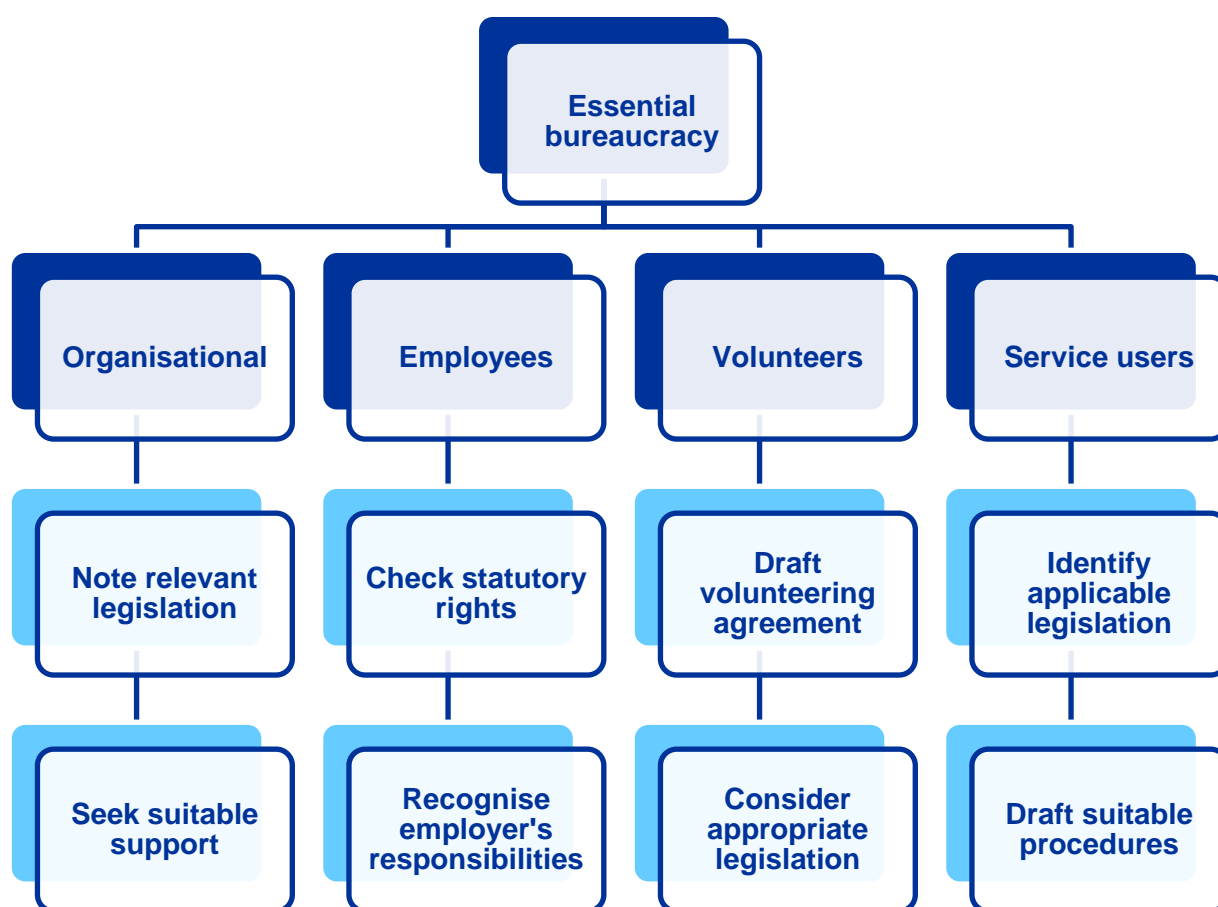
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O4O resources task list:





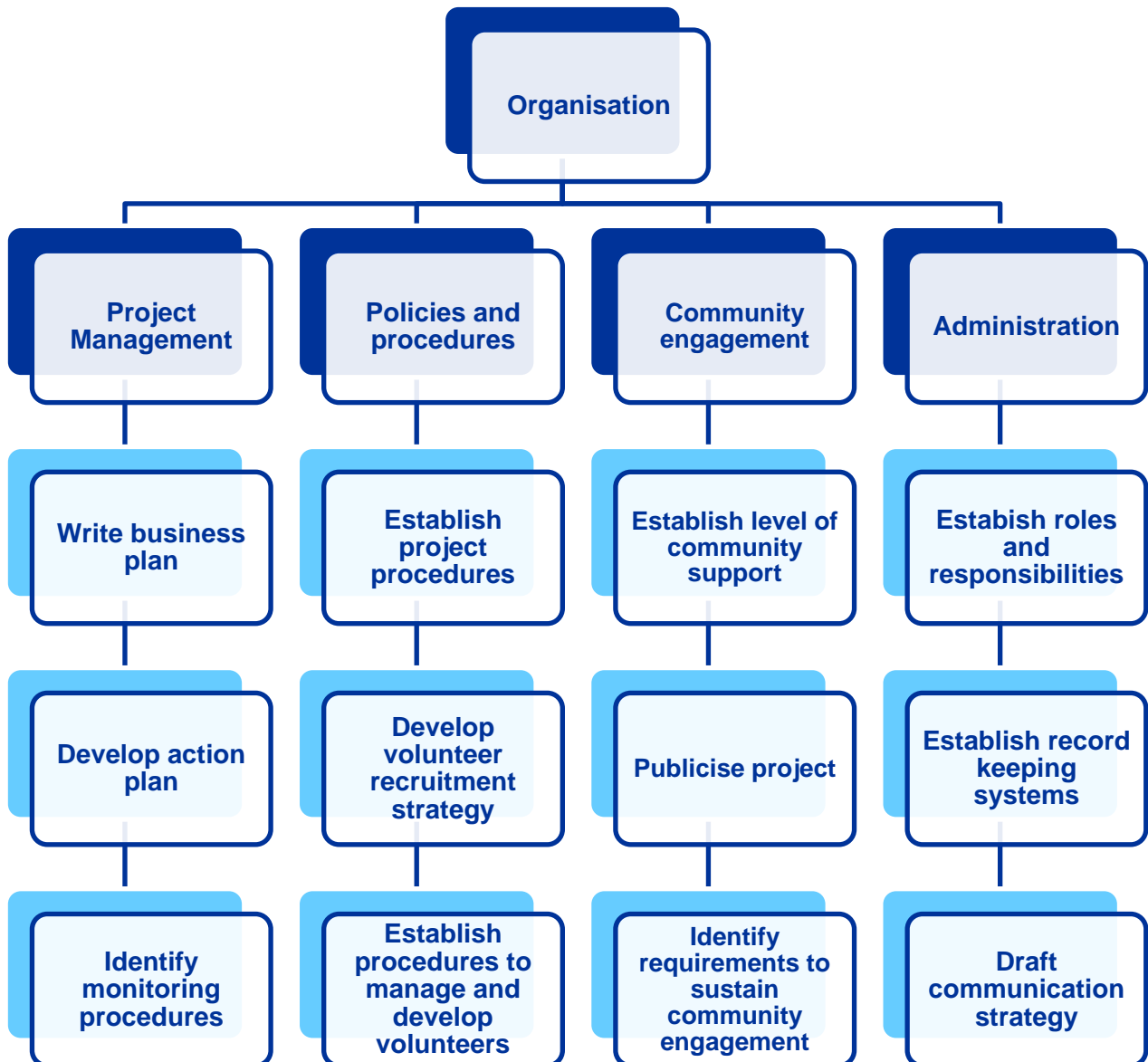
O4O essential bureaucracy task list:





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O4O organisation task list:





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4.1 Sustainability

Thinking about how you will sustain your **O4O** is an important part of the planning process. There are two main aspects of sustainability to consider:

- What is needed at a strategic level to keep the **O4O** running?
- What is required at an operational level to keep the **O4O** going?

Strategic planning will require you to develop policies for making funding applications, recruiting staff and volunteers, engaging with the community, and for making your **O4O** adaptable in order to meet altered demands. These different aspects of establishing and running your **O4O** are important considerations when laying down the policies needed to sustain the initiative.

As well as the broader aspects of strategic planning for your **O4O** you must consider the routine procedures that ensure the initiative runs smoothly on a day to day basis. These include planning your financial, recruitment and marketing strategies, coping with budgetary issues, retaining volunteers and staff, and succession planning.

Careful planning will help to address both aspects of sustainability.

Sustaining an O4O

Following the success of their heritage DVD, the community of Ardersier, (Scotland) voted at a public meeting to establish a Community Company called Ardersier Development Company Limited (ARDCO) to develop a Community Hub around the Old School Hall and the War Memorial Hall, to provide a range of services for older people. After appointing seven volunteer directors ARDCO applied to the Office of the Scottish Charity Regulator for charitable status. Funding bids were made to the *European LEADER programme*, the *Big Lottery Investing in Ideas Fund*, and *Highland & Islands Enterprise Community Land Unit* and ARDCO secured funding of £25,000 to undertake a feasibility study and business plan.



The old school hall, Ardersier



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Funding

Funding to establish your O4O may have come from a variety of sources including, local authority grants, charities, the Scottish Government and/or EU programmes but your O4O will also need funding to continue. Sources of continuation funding might include:

Earned income

- Earned income is generated through business activity associated with your O4O. For example, supported housing for older people could include a café that is open to the public or accommodation that can be rented to visitors. A community transport scheme might include a vehicle that is available for community groups to hire.

Individual payments

- These are made by service users. It is important to ensure levels of payment are set appropriately i.e. are affordable for users and cover costs.

Service level agreements

- These are made with local authority or health service providers. Under this arrangement, local authorities or health services contract with your O4O to provide a service to one or more communities. For example, provision of meals for older people or provision of supported housing.

Grants

- Grants are an important source of funding. Time has to be spent identifying appropriate sources and writing applications. Funding is not guaranteed and is often time limited. Relying only on grant funding can lead to instability in your O4O.

Leadership and succession planning

Your O4O should not be dependent on one person. It requires a group prepared to take the work forward and provide leadership which also helps to foster a sense of community ownership.

Well developed policies and procedures will help overcome potential difficulties in sustaining your O4O. Succession planning is important. It is all too easy to rely on one or two able individuals to drive your O4O forward and forget they will need to be replaced at some stage. Succession planning ensures knowledge, enthusiasm and responsibilities are passed on in a timely manner.



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Responsiveness

It is important to recognise that community needs may change over time. Your O4O needs to be forward looking, and able to respond to new needs within the community. Undertaking careful planning and having flexible policies ensures that appropriate mechanisms for responsiveness are in place. Responding to changing needs will help to ensure your O4O is sustainable.



Discussing response to changing needs

O4O responsiveness

In Assynt (Scotland) O4O is working with the community to provide new community run services. Initially they explored options for different models of supported accommodation for older people who are no longer able to live in their current home. However, the needs of the community changed when the local authority decided to close the Assynt Centre, which provided day care services, residential respite care and a lunch club. In response to these altered needs O4O is supporting the community to run the Assynt Centre and provide new services to replace those previously available.



Positive response to change



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4.2 Sustainability checklist

Your **O4O** project needs to be sustainable at both the strategic and operational levels. This checklist suggests the main factors you should consider when planning to ensure the continuation of your **O4O**.

Funding	Types of funding
	Sources of funding
	Duration of funding
Income	Repeat funding
	Revenue from service provision
	Other generated income
Administration	Management structure
	Group procedures
	Decision making processes
Volunteers	Recruiting volunteers
	Numbers of current volunteers
	Retaining volunteers
Employees	Staffing needs
	Recruitment process
	Provision of appropriate support
Community	Engaging the community
	Communication
	Monitoring progress and feedback
Responsiveness	Flexible planning
	Continuous review of community needs
	Responsiveness to changes
Succession Planning	Recruiting successor(s)
	Passing on knowledge and experience
	Maintaining motivation



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5.1 Case studies

Project partners in Finland, Greenland, Northern Ireland, Scotland and Sweden worked independently with local communities to develop O4Os. In each country different methods of engaging with the community were used to promote and deliver O4Os. The range of O4Os that resulted reflect the varied needs of the older people in each of the remote and rural communities. The stories of how the partners worked with communities of older people in each country, and the O4Os that developed in the different areas, follow.





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Sweden



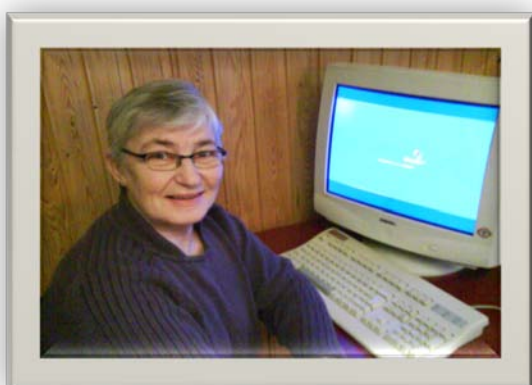
In Sweden the **O4O** team, based in Luleå municipality, appointed a Project Manager. His first task was to identify communities interested in the **O4O** concept and to hold meetings in those communities to discuss older peoples' needs and the level of the support for developing an **O4O** to meet those needs. Three communities were then supported and mentored by the Project Manager, enabling them to take their ideas

for **O4O**-type social enterprises forward. Within each community volunteers took on key roles to develop and run their initiative and to plan for future sustainability.



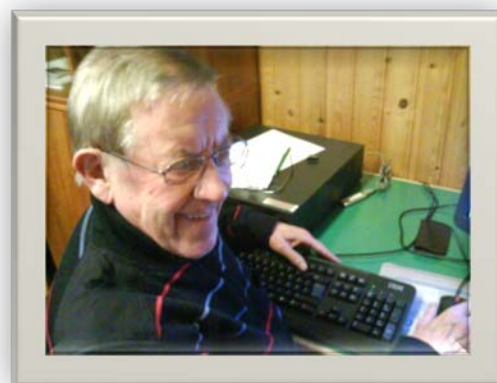


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Is IT – Sundom

Villagers in Sundom decided to create an **O4O** to deliver IT training to older people. Helped by **O4O**'s Project Manager they secured funding from the local municipality for professional trainers, computers and software, and received donated equipment from local businesses. Working in small groups, older people are taught basic computing skills and how to use the Internet and social networking sites. In addition, young people from the village act as volunteer mentors to the older people. This **O4O** has enabled older people to use the computer for practical activities such as shopping and paying bills online. It has provided them with new skills; skills they can use to stay in contact with their family and friends, and to undertake practical activities when they are unable to leave their homes. The classes also the young and not so young together in social communities. **O4O Is IT** training is run by an existing older people's co-operative in Sundom which manages a number of initiatives. The co-operative had various structures in place and as a result was able to set up the training programme relatively quickly.





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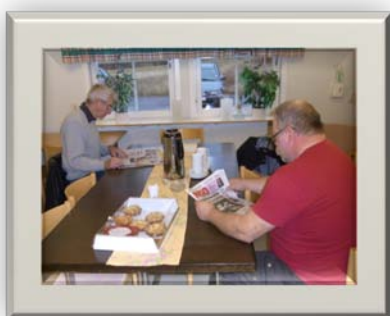
Hällsogallerian – Niemisel

In response to the closure of the local school, the community in Niemisel decided to use the school buildings for a range of activities. Working with the **O4O** Project Manager the community set up a private school and created a hub for services for older people within it. Older people now use the school café and gymnasium. They are encouraged to take part in school activities, and to pass on their knowledge to the schoolchildren. Older people also take part in school events, teach on a voluntary basis, and exchange pen-pal correspondence with the children. Three further phases to the Hällsogallerian project are planned. The first will see an expansion of voluntary activities, including older people helping children with their homework. The second will encourage local people to start new business enterprises within the school buildings that are of particular value to older people (e.g. massage and foot care), and the third stage is to build flats for older people within the school campus - thereby offering smaller houses for older people who want to downsize yet remain living in the community.





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Trygga Jämtön – Jämtön

This **O4O** owes much to the energy of three older people who are well known in the village. One became the project's manager and played a major role in setting up the initiative in liaison with local citizens. After the community identified a need for a café and meeting place, a café with internet facilities was established and became a place for older people to meet and socialise. The local grocery store owner became involved, employing someone from the local community, under a municipality scheme which subsidises salaries in order to provide paid work for the long-term unemployed or people with disabilities. This employee now delivers groceries to older people in the community, collects their medicines from the pharmacy, and takes their recycling to collection points. He also provides a handyman service and spends time talking to the older people when making his deliveries. Trygga Jämtön hopes to expand these services using volunteers, and has purchased jackets with a logo on, for volunteers to wear as a uniform, making them easy for older people to identify.

The future



Different resources are needed to sustain**4Os**. In Jämtön, financial support from Luleå municipality is required and the community has plans to expand the service to other villages which will help with sustainability. At the Hällsogallerian, income from the cafe helps to fund other aspects of the initiative and future payments from service users and the purchase of care services for older people by Luleå municipality

will help to keep this **O4O** initiative running. In Sundom, the IT training **O4O** was planned to last for one year and is scheduled to end in 2010.



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Finland



In Finland, management of **O4O** is undertaken by a business development organisation called *Pielisen Karjalan Kehittämiskeskus Oy* (PIKES), based in Nurmes. This organisation has experience of working with the municipalities in North Karelia and employed a Project manager to work with communities to develop the **O4O** concept. Volunteering has a low profile in

Finland where, currently, less than 10% of services for older people are organised through the voluntary sector. As a consequence, **O4O** is working with existing voluntary and community organisations to increase their capacity and has created a volunteering model to make it easier for people to volunteer through **O4O** structures. An increase in volunteering activity will help older people in remote and rural villages.





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Ystävänpysäkki – Nurmes

In Nurmes, the **O4O** project team is working with the Ystävänpysäkki (Place of Friendship) which is a social meeting place and activity centre run by volunteers, for older citizens. The **O4O** Project Manager is working with this established social organisation to develop the profile and support structures for volunteering with the aim of increasing the amount of volunteer time available. It is anticipated that this will have a knock-on effect on the range and capacity of services designed to enable older people to live longer, healthily and happily in their own homes and communities. **O4O** is also aiming to create and implement a volunteering model that can be replicated in different towns and to create a mobile Ystävänpysäkki that can be taken to older people living in the most isolated communities.





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Lieksa Municipality

In consultation with older people in the villages of Vuonislahti and Koli, the O4O project manager identified the need for transport for older people who were to be enabled and 'helping' services if they were to remain in their own homes and villages. The O4O project team worked alongside the Vuonislahti Village Association and a group of villagers in Koli to explore alternative models for providing these services and to develop transport in Koli.





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Partnership working

In addition to working with existing voluntary and community organisations, **O4O** in Finland is collaborating with the Social Services department of North Karelia University of Applied Sciences. University students have interviewed older people in Nurmes, Lieksa and the municipality of Valtimo about their needs, and the university held a recreation day with **O4O** participation, for people who are carers of close relatives. Students at the university are able to use themes from **O4O** initiatives as part of their theses and to undertake work placements with **O4O** as part of their studies.

The future

The **O4Os** in Finland will need funding support, increased volunteer capacity and someone to coordinate activities in order to continue - Ystävänpysäkki has made a funding application for a volunteer support and development. There are also plans for mobile Ystävänpysäkki to visit the more remote villages and premises for a new Ystävänpysäkki in Valtimo have been found. In Lieksa and Koli transportation issues are being addressed by Rural Transport Solutions, another NPP funded project.





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Greenland



O4O in Greenland is based in the capital city, Nuuk. In order to identify the needs of older people, and explain the O4O concept, the Project Manager and Project Worker travelled extensively in order to hold citizen meetings in remote communities across Greenland. Most of the meetings were well attended, with groups of volunteers and prime movers who would help to establish

O4Os, coming forward. O4O was also promoted in newspapers and on the radio which generated excellent responses. The Project team helped a number of communities to secure funding from the Inuuneritta Puljen Foundation. This enabled the communities to purchase starter packs of materials for various new O4O-generated activities, and to rent premises.





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Paamiut

O4O established four groups in Paamiut: a needlework group; visiting friends group; Nintendo Wii for men; and, a reading aloud group. The project team obtained funding to secure accommodation and to purchase needlework kits, painting materials and a Nintendo Wii console. The activities take place in both the newly rented meeting place and the homes of older people who are unable to attend. The Nintendo Wii activity also takes place weekly, in an Old People's Home. The various groups have plans to cook together and the Old People's Home will provide transport to enable people who are infirm to join the communal meals as a means of combating loneliness and isolation.



Kuummiut

O4O set up three groups in Kuummiut, with twelve members. These groups have developed a range of community activities including needlework, handicrafts, and dancing. **O4O** helped the groups to secure funding enabling them to purchase starter packs of needlework and painting materials, and to reach an agreement on renting the community hall – all of which will help secure the future of the groups.



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Kulusuk

Five **O4Os** have been established in Kulusuk. They all stem from a 'visiting friends' group which aimed to cultivate greater social interaction through social activities within the community. The **O4Os** are needlework, handicraft, painting, visiting friends, and, reading aloud groups which also hold joint monthly meeting to share in singing, movement and games activities. **O4O** also helped to secure funding for starter packs of materials, identified future funding needs, and is working with the Kulusuk community to develop a funding application for the purchase of gymnastic equipment.



Ittoqqortoormiit

The five **O4Os** established in Ittoqqortoormiit all stem from an established group involved with the village Activity Centre. These **O4Os** have twenty-nine members who desperately needed a place to meet. Aided by the **O4O** project team the community was able to reach agreement with the municipality to utilise the Umimmak (youth club) and now uses the building as a meeting place and for a range of activities including: needlework, Nintendo Wii, painting classes, games and singing. Various talks are also organised. The **O4O** project team secured funding for the groups to purchase starter packs of needlework and painting materials, a Nintendo Wii console, TV and DVD player. There are plans to organise other activities, including a visiting scheme for those who cannot attend the meeting place, and to set up a community cafe. Income generated by the cafe will be used to fund further activities.



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Arsuk

There are two O4O groups, with five members, up and running in Arsuk. The needlework group brings older people together to participate in this traditional craft whilst those unable to attend group meeting are offered home visits. This enables isolated older people to enjoy a traditional, cultural pastime in the company of others. The visiting group also makes social visits to other older people in the village and in the commune for the elderly. Plans are afoot for a stone polishing group and a cooking group that will cook food for older people to eat together in the community hall, and also deliver meals to those unable to participate. The O4O project team helped the community to secure funding for the purchase of needlework starter packs.

The Future

To help sustain these O4Os the project team has arranged for key volunteers to receive training in how to maintain motivation levels amongst O4O members, and in how to apply for funding. This training also provides opportunities for volunteers from the different villages to get to know each another, exchange experiences and ideas, and to develop a forum for mutual support into the future. Each of the groups is aware of their shared responsibility for sustaining their activities and has agreed to meet at least once every two weeks.





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Northern Ireland



In Northern Ireland the O4O project team are based at Queen's University, Belfast. Older people in Northern Ireland have lived through many years of social, political and economic unrest which has resulted in low levels of social capital and high levels of mistrust between both neighbours and strangers. In this context, the O4O Project Manager elected to work with existing voluntary and charitable

groups to help them build capacity for social enterprise. She facilitated a process in which existing staff and volunteers within organisations considered their organisational and individual needs in relation to providing and increasing services available to older people. Preparatory community engagement work helped participants to engage with the principles of O4O.





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O4O Cookstown Limited

The Project Manager worked with a group of older volunteers which was founded 25 years ago to address the lack of community activities and services available for older people in rural mid-Ulster. They elected to work with **O4O** in order to:

- extend their existing lunch club and meals on wheels service to a wider geographical area
- develop a restaurant using food sourced and harvested from local farms and allotments by older people
- provide a drop in centre for older people to source information on rights and entitlements
- explore ways to grow membership and maximise income generated from an existing retail outlet

O4O contracted an independent training consultant to provide business management and good governance training. This has resulted in the group consolidating its aims and working in partnership with a variety of statutory and voluntary sector organisations and has itself launched as **O4O** Cookstown Limited (Opportunities for Older People) in new premises. It now has an open-door policy and runs as a lunch club, arts and social facility, and as a signposting office for welfare benefits and rights information on behalf of Age Northern Ireland.





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Markethill – Saver Naver

In South Armagh **O4O** are working with 'Saver Naver', a peer support organisation for victims and survivors of the conflict. Here, **O4O** is supporting development of a 'drop in' centre run by volunteers and an outreach service to older members of the community experiencing social isolation. The 'drop in' centre is based in the converted stables of a renovated building and provides a number of services to older people including, alternative therapies and counselling. It also provides a locus for social activities and a cafe. This **O4O** addresses a number of needs in a rural area where good relations and inter-community contact has historically been as minimal as the opportunity to access transport and emergency medical aid. Here, **O4O** is supporting a culture of neighbourliness and helps to fulfil a number of gaps in how older people access essential services.





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Ards Peninsula – *Cuan FM*

In the Ards peninsula **O4O** has worked with older people to develop a pilot community radio station, *Cuan FM*, that provides a service tailored to the needs of residents. Programs are a mix of factual and light entertainment material, with both content and delivery focussing on the broad determinants of health and well-being. Research for the programmes is carried out by older people who also edit the final content. This **O4O** is directed at addressing inter-generational and inter-community tensions as well as building the capacity of older people. It encourages partnership working with younger people and promotes inter-generational understanding. **O4O** *Cuan FM* can also be seen as an extension of the Good Morning/Good Neighbour projects that exist in Northern Ireland.

The Future

The resources required to sustain each of these **O4O** initiatives are different. For *Cuan FM*, **O4O** is working in partnership with local communities and statutory service providers to secure and consolidate resources that will enable the pilot to become self-sustaining. *Saver Naver* was initially grant dependent but anticipates moving to self-sustainability from income generated through service provision and by securing service level agreements with the Department of Health, Social Services and Public Safety, and the Victims' Service. Age Concern Cookstown's new, larger premises provide expanded trading and retail opportunities and the **O4O** business plan projects growth from activities including the development of service level agreements with the local health trust and council.



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Scotland



Based in the Centre for Rural Health (Inverness), the Highland **O4O** Project Manager first engaged in a consultation exercise with public sector and third sector practitioners to determine which remote and rural communities of older people might have unmet needs. She then held meetings with identified communities and voluntary groups. Subsequent to that, the Project Manager

worked with, and mentored, four communities that had expressed interest in developing an **O4O** initiative. Her focus was on getting the communities to identify specific needs and supporting organisational development. In each community a local social entrepreneur was employed on a part-time basis to help develop the communities' ideas into an organisational structure capable of delivering services with an eye to future sustainability.





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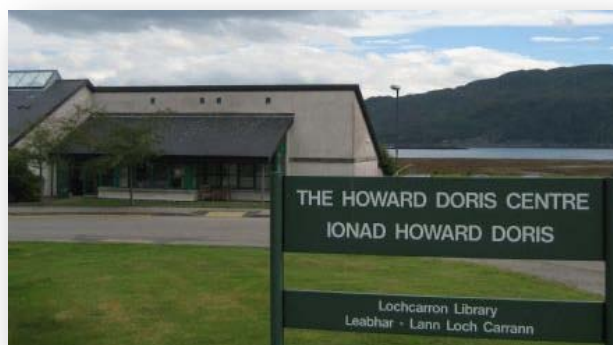
Tongue

The area is made up of three remote and rural communities, Tongue, Melness and Skerry. Although there is a high proportion of car ownership in each of these communities, those without access to a vehicle are very poorly served by public transport. To combat this, **O4O** supported the development of a multi-faceted transport scheme, T4T: Transport for Tongue, Melness and Skerry. The first element of T4T involves informal organisation of lifts, and the second, volunteer drivers who use their own cars to transport people in return for a mileage allowance. This, along with the third element, a community car scheme, are funded by a grant and local fundraising activities. This funding enabled the community car scheme to purchase a car and pay a driver. Both are regarded as community assets. The community car is used to transport groups of individuals to various locations and for various purposes. The fourth element of T4T is the maintenance and hire of a donated mini bus to other community groups. **O4O** employed a social entrepreneur who worked with the community groups. Together they have ensured that T4T both meets community needs and, importantly, generates income that will contribute to its future sustainability.





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Assynt

The Assynt Centre had been run by the local authority and provided day centre services, residential respite, and a lunch club. When the local authority decided to close the service they agreed to give money to the community to make alternative provision for older people in the area. O4O supported the development of Community Care Assynt (CCA) which was established as a community interest company to run services for older people in the community. CCA is developing the Assynt Centre as a community care hub offering a range of opportunities for social interaction, peer support and the development of social networks. Training from the Social Enterprise Academy has been provided for volunteers involved in establishing this O4O.

South West Ross

The Howard Doris Centre is a social enterprise that provides a range of services for older people in South West Ross. O4O worked with the community and the centre to develop additional community services (e.g. a neighbourly helping scheme) to support older people in their own homes. The idea of O4O met with some resistance in South West Ross and has not been as successful as in other places. The lessons learned from this are being used to strengthen O4O in future.





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Ardersier

The first stage of O4O in Ardersier was an oral history project. A group of older people interviewed other older people who live in, or have a connection to the village, about their early memories. The interviews were video recorded in order to create a social history DVD. Training in interviewing and camera use was provided for the older volunteers working on this O4O. Those who agree to be interviewed benefit from the interest shown in the stories they have to tell. The project has successfully included people who are housebound as well as those with a disability or short term memory loss. O4O in Ardersier worked with the Highlanders' Museum, local councillors, UHI Centre for History, BBC Alba, the Scottish Oral History group, and various local groups in the village.

The future

T4T: Transport for Tongue, Melness and Skerryay will be sustained through income generated from fares set at levels that are affordable for older people but also take costs into account - including the cost of replacement vehicles. In October 2010 this O4O will apply for a Community Transport Grant and tender for public transport routes when they become available. In Ardersier the sense of local pride and increased confidence resulting from the oral history O4O has helped with the development of the Ardersier Development Company Limited (ARDCO) - a community company working to develop community assets and services. Community Care Assynt will require a commitment to funding from the local authority in the medium term and is considering the potential of purchasing the building to help sustain the service in the future.



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6.1 Contact list

UK organisations that may be able to provide support for your **O4O** are listed below:

Access Northern Ireland

Brooklyn
65 Knock Road
Belfast
BT5 6LE



028 9025 9100

www.acesni.gov.uk

Advisory, Conciliation and Arbitration Service

151 West George Street
Glasgow
G2 2JJ



0845 747 4747

www.acas.org.uk

Age Scotland

Causewayside House
160 Causewayside Street
Edinburgh
EH9 1PR



0845 833 0200

www.ageconcernandhelptheagedscotland.org.uk

Business Gateway

39 Castle Street
Dumfries
DG1 1DL



0845 609 6611

www.bgateway.com

Charity Commission

Charity Commission Direct
P.O. Box 1227
Liverpool
L69 3UG



0845 300 0218

www.charity-commission.gov.uk

Charity Commission for Northern Ireland

4th Floor
24 – 26 Arthur Street
Belfast
BT1 4GF



028 9051 5490

www.dsdni.gov.uk

Citizens Advice

Online advice guide

www.adviceguide.org.uk



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Citizens Advice Scotland

www.cas.org.uk

Coalfields Regeneration Trust - Scotland

2/6 The e-Centre
Cooperage Way Business Centre
Cooperage Way
Alloa
FK10 3LP



01259 272 127

www.coalfields-regen.org.uk

Community Legal Advice



0845 345 4345

www.communityleaglAdvice.org.uk

Community Toolkit

www.dgfcvs.org.uk

Companies House

4th Floor Edinburgh Quay 2
139 Fountainbridge
Edinburgh
EH3 9FF



0303 123 4000

www.companieshouse.gov.uk

Council for Voluntary Services – Inverness

1A Millburn Road
Inverness
IV2 3PX



01463 714 303

www.cvsinverness.org.uk

Directory of Social Change

24 Stephenson Way
London
NW1 2DP



0845 077 7707

www.dsc.org.uk

Disclosure Scotland

P.O. Box 250
Glasgow
G51 1YU



0870 609 6006

www.disclosurescotland.co.uk



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Dumfries and Galloway Citizens Advice Service

81 – 85 Irish Street
Dumfries
DG1 2PQ



01387 266 193

www.dagcas.info

Dumfries and Galloway Council

Council Offices
English Street
Dumfries
DG1 2DD



0303 333 3000

www.dumgal.gov.uk

Dumfries and Galloway Federation of Councils of Voluntary Service

P.O. Box 7736
Lockerbie
DG11 1WD



01387 810 011

www.dgfcvs.org.uk

Economic Development Association Scotland

10 Fordyce Way
Auchterarder
PH3 1BE



01764 660 110

www.edascot.org.uk

European Union

European Regional Development Fund



0303 444 0000

www.communities.gov.uk

European Social Fund

www.esf.gov.uk

European Structural Fund (Highlands and Islands)

Jubilee Lodge
12c Ness Walk
Inverness
IV3 5SQ



01463 279 500

www.hipp.org.uk

European Structural Fund (Lowlands and Uplands)

Forth House
Burnside Business Court
North Road
Inverkeithing
Fife KY11 1NZ



01383 413 141

www.esep.co.uk



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Firstport

54 Manor Place
Edinburgh
EH3 7EH



0131 220 0511

www.firstport.org.uk

Forestry Commission Scotland

Silvan House
231 Costorphine Road
Edinburgh
EH12 7AT



0131 334 0303

www.forestry.gov.uk

Forward Scotland

The Lodge
Earlsgate House
St Ninian's Road
Stirling
FK8 2HE



0560 001 0560

www.forward-scotland.org.uk

Funderfinder

65 Raglan Road
Leeds
LS2 9DZ



0113 243 3008

www.funderfinder.org.uk

Health and Safety Executive

1st Floor
Mercantile Chambers
53 Bothwell Street
Glasgow
G2 6TS



0845 345 0055

www.hse.gov.uk

Healthy Working Lives

Princes Gate, 3rd Floor
Castle Street
Hamilton
ML3 6BU



0800 019 2211

www.healthyworkinglives.com



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HM Revenue and Customs

HMRC Charities
St Johns House
Merton Road
Liverpool
L75 1BB



0845 302 0203

www.hmrc.gov.uk

Highlands and Islands Enterprise

Cowan House
Inverness Business & Retail Park
Inverness
IV2 7GF



01463 234 171

www.hie.co.uk

Highlands and Islands Social Enterprise Zone

81a Castle Street
Inverness
IV2 3EA



01463 715 533

www.HISEZ.co.uk

Information Commissioners Office

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF



0303 123 1113

www.ico.gov.uk

Institute of Fundraising

22/1A Calton Road
Edinburgh
EH8 8DP



0131 557 2100

www.institute-of-fundraising.org.uk

Invest Northern Ireland

Bedford Square
Bedford Street
Belfast
BT2 7ES



028 9069 8000

www.investni.com

LEADER Programme - Dumfries and Galloway

Rural House
40 Main Street
New Abbey
DG2 2BY



01387 850 228

www.ruralgateway.org.uk



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0845 275 0000

www.lotteryfunding.org.uk



0141 242 1400

www.awardsforall.org.uk



0845 410 2030

www.biglotteryfund.org.uk



0131 225 9540

www.hlf.org.uk



020 7645 9538

www.nesta.org.uk



0131 226 6051

www.scottisharts.org.uk



0131 317 7200

www.sportscotland.org.uk



020 3334 3555

www.justice.gov.uk



028 9087 7777

www.nicva.org

Lottery Funding

Awards for All

4th Floor, Atlantic Quay
1 Robertson Street
Glasgow G2 8JB

Big Lottery Fund

1 Plough Place
London EC4A 1DA

Heritage Lottery Fund

38 Thistle Street
Edinburgh EH2 1EN

NESTA

Fishmongers' Chambers
110 Upper Thames Street
London EC4R 3TW

Scottish Arts Council

12 Manor Place
Edinburgh EH3 7DD

Sport Scotland

Caledonia House
South Gyle
Edinburgh EH12 9DQ

Ministry of Justice

102 Petty France
London
SW1H 9AJ

Northern Ireland Council for Voluntary Action

61 Duncairn Gardens
Belfast
BT15 2GB



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Office of the Scottish Charities Regulator

2nd Floor
Quadrant House
9 Riverside Drive
Dundee
DD1 4NY



01382 220 446

www.oscr.org.uk

Scotland National Rural Network

SCVO
Fairways House
Fairways Business Park
Castle Heather
Inverness
IV2 6AA



01463 251 733

www.ruralgateway.org.uk

Scotland Rural Development Programme

Government Buildings
Brooms Road
Dumfries
DG1 3ES



01387 274 400

www.scotland.gov.uk

Scottish Agricultural College

Services for Rural Businesses
Craibstone Estate
Aberdeen
AB21 9YA



01224 711 049

www.sac.ac.uk

Scottish Council for Voluntary Organisations

Mansfield Traquair Centre
15 Mansfield Place
Edinburgh
EH3 6BB



0131 556 3882

www.scvo.org.uk

Scottish Enterprise

Atrium Court
50 Waterloo Street
Glasgow
G2 6HQ



0141 248 2700

www.scottish-enterprise.com



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08457 741 741
0131 556 8400

www.scotland.gov.uk

Scottish Government

Scottish Investment Fund

2nd Floor
1 – 2 St Andrew Square
Edinburgh
EH2 2DB



0131 558 7706

www.scottishinvestmentfund.co.uk

Scottish Natural Heritage

Great Glen House
Leachkin Road
Inverness
IV3 8NW



01463 725 000

www.snh.org.uk

Scottish Social Enterprise Coalition

Thorn House
Rose Street
Edinburgh
EH2 2PR



0131 243 2650

www.ssec.org.uk

Social Economy Scotland

3rd Floor
Centrum Offices
38 Queen Street
Glasgow
G1 3DX



0141 221 0030

www.socialeconomyscotland.info

Social Enterprise Academy

5 Rose Street
Edinburgh
EH2 2DR



0131 243 2670

www.theacademy-ssea.org

Social Enterprise Investment Fund

The Social Investment Business
Level 14 Cale Cross House
156 Pilgrim Street
Newcastle-upon-Tyne
NE1 6SU



0191 269 2850

www.dh.gov.uk



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Social Enterprise Network

54 Manor Place
Edinburgh
EH3 7EH



0131 220 4104

www.senscot.net

Social Enterprise Unit

Department of Health
Richmond House
79 Whitehall
London
SW1A 2NS



0207 210 5952

www.dh.gov.uk

Solway Credit Union

The Hub
24 – 26 Friars Vennel
Dumfries
DG1 2PHEmail:



01387 269 161

solway@solwaycreditunion.wanadoo.co.uk

South of Scotland European Partnership

Jubilee House
Dumfries Enterprise Park
Tinwald Downs Road
Dumfries
DG1 3SJ



01387 251 360

<https://sedsh10.sedsh.gov.uk>

Stranraer Credit Union

15 – 25 Hanover Square
Stranraer
DG9 7AG



01776 706 911

The Esmée Fairbairn Foundation

Kings Place
90 York Way
London
N1 9AG



020 781 23700

www.esmeefairbairn.org.uk

The Robertson Trust

85 Berkeley Square
Glasgow
G3 7DX



0141 721 3151

www.therobertsontrust.org.uk



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020 772 78522

The Tudor Trust
7 Ladbroke Grove
London
W11 3BD

www.tudortrust.org.uk



070 9235 772025

Volresource
Willow Grove
Malvern
Worcestershire
WR14 2SE

www.volresource.org.uk



01387 267 311

Volunteer Action – Dumfries and Galloway
The Hub
24 – 26 Friars Vennel
Dumfries
DG1 2RL

www.volunteeraction.co.uk



01463 711 393

Volunteering Highland
1A Millburn Road
Inverness
IV2 3PX

www.volunteeringhighland.org



028 9023 6100

Volunteer Now
129 Ormeau Road
Belfast
BT7 1SH

www.volunteernow.co.uk

Volunteer Recruitment Forum

Email: vrf@hotmail.co.uk

Website of the UK Government

www.direct.gov.uk



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6.2 Project partners

The following partners have worked together to develop the **O4O: Older People for Older People** project. Their help in producing this toolkit is gratefully acknowledged.



www.northernperiphery.net

Strandgade 91
4 sal
DK-1401
Copenhagen K

Tel: +45 32 83 37 84



University
of Glasgow

Crichton Centre for Research in Health and Social Issues

www.gla.ac.uk

University of Glasgow
Rutherford-McCowan
Bankend Road
Dumfries DG1 4ZL

Tel: +44 (0) 1387 702 001



www.uhi.ac.uk

Centre for Rural Health
UHI Millennium Institute
Centre for Health Science
Old Perth Road
Inverness IV2 3JH

Tel: +44 (0) 1463 255 895



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KOMMUNEQARFIK SERMERSSOOQ

www.sermerssooq.gl

Kuussuaq 2
Postboks 1005
3900 Nuuk

Tel: +299 36 31 31



www.kainuu.fi

Kuntayhtymä
PL400
87070 Kainuu

Tel: +358 861 55 42 11



MUNICIPALITY
OF LULEÅ

www.lulea.se
Luleå Kommun
Socialförvaltningen
Box 212
971 85 Luleå

Tel: +46 (0) 920 45 44 58



www.qub.ac.uk

University Road
Belfast
Northern Ireland
BT7 1NN

Tel: +44 (0) 28 90 973 228



PIKES

www.pikes.fi

Pielisen Karjalan
Kehittämiskeskus Oy
Karjalankatu 12 A
75500 Nurmes

Tel: +358 136 89 50 45

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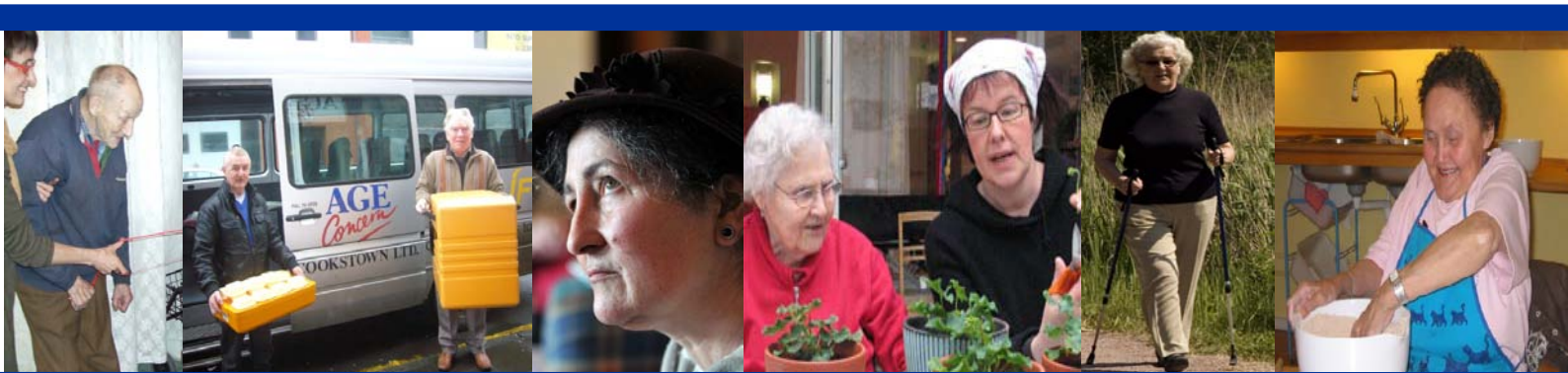
- Dumfries and Galloway, Scotland
- Highland, Scotland
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- Luleå, Sweden
- Northern Ireland
- Nuuk, Greenland



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